



ECONOMIC DEVELOPMENT STRATEGIC PLAN

CITY OF FORT WORTH

APRIL 2017

TIP STRATEGIES • FREGONESE ASSOCIATES • JONES LANG LASALLE • ISAAC BARCHAS

AGENDA

- Introduction
- The Fort Worth Project
- Our Approach



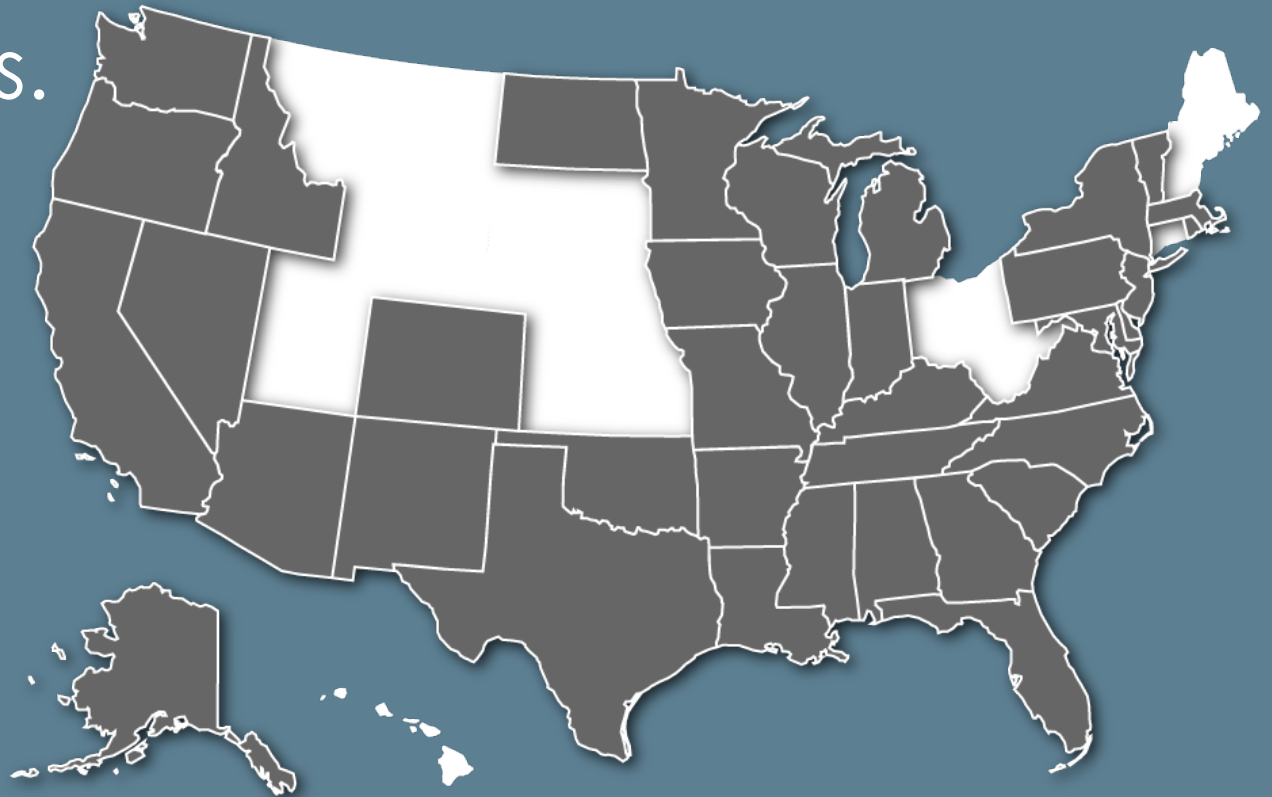
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INTRODUCTION

THEORY INTO PRACTICE

we design strategies that will
support your community's
vision for the future

We have over **20** years of experience
in over **200** unique communities,
across **38** states
& **4** countries.



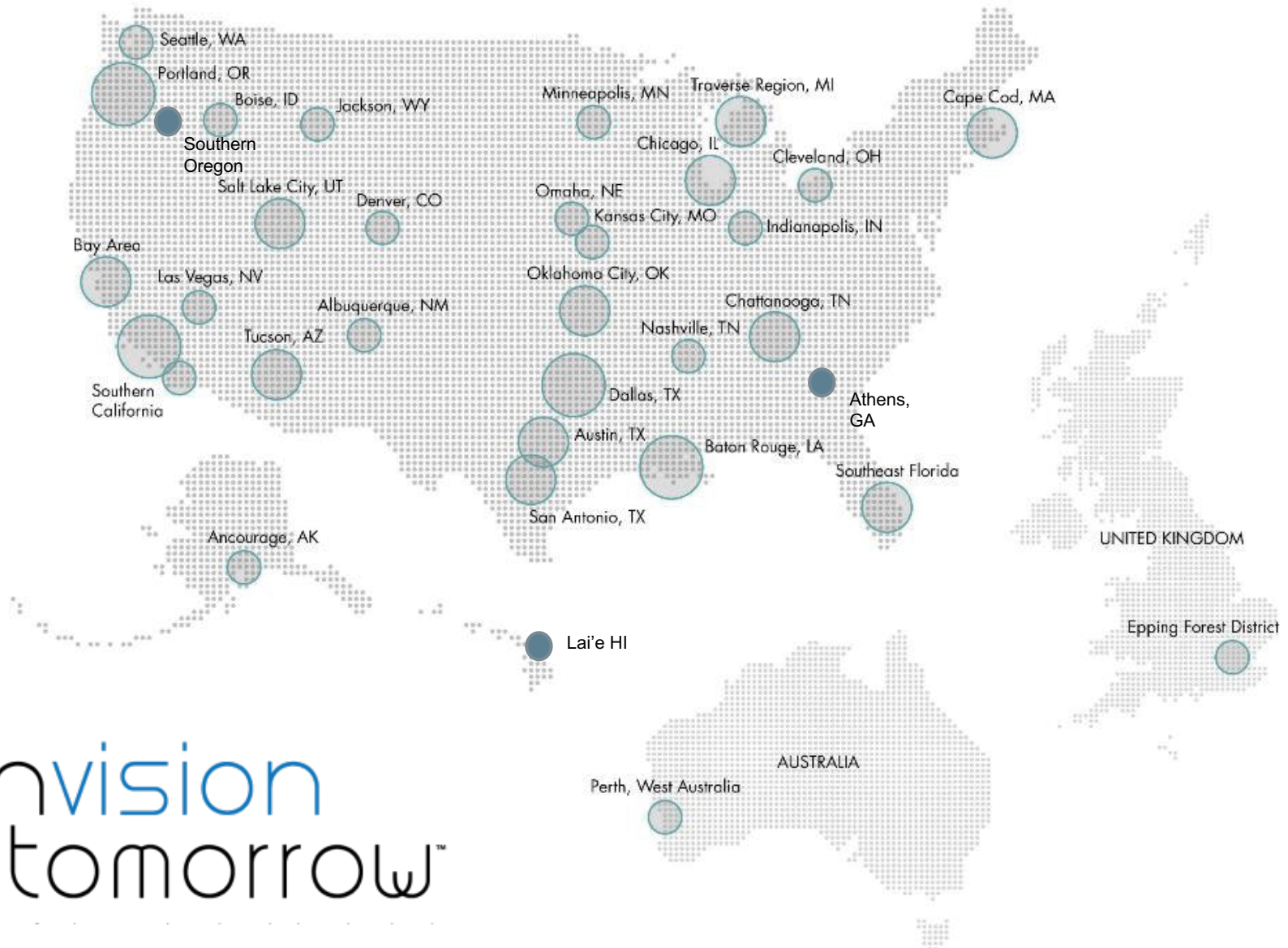


SERVICES

STRATEGIC
PLANNING

WORKFORCE
ASSESSMENT

ECONOMIC
ANALYSIS





OVERVIEW



Only real estate firm listed
nine years running



PARTNER OF THE YEAR
Sustained Excellence

Recognition for the fifth
consecutive year



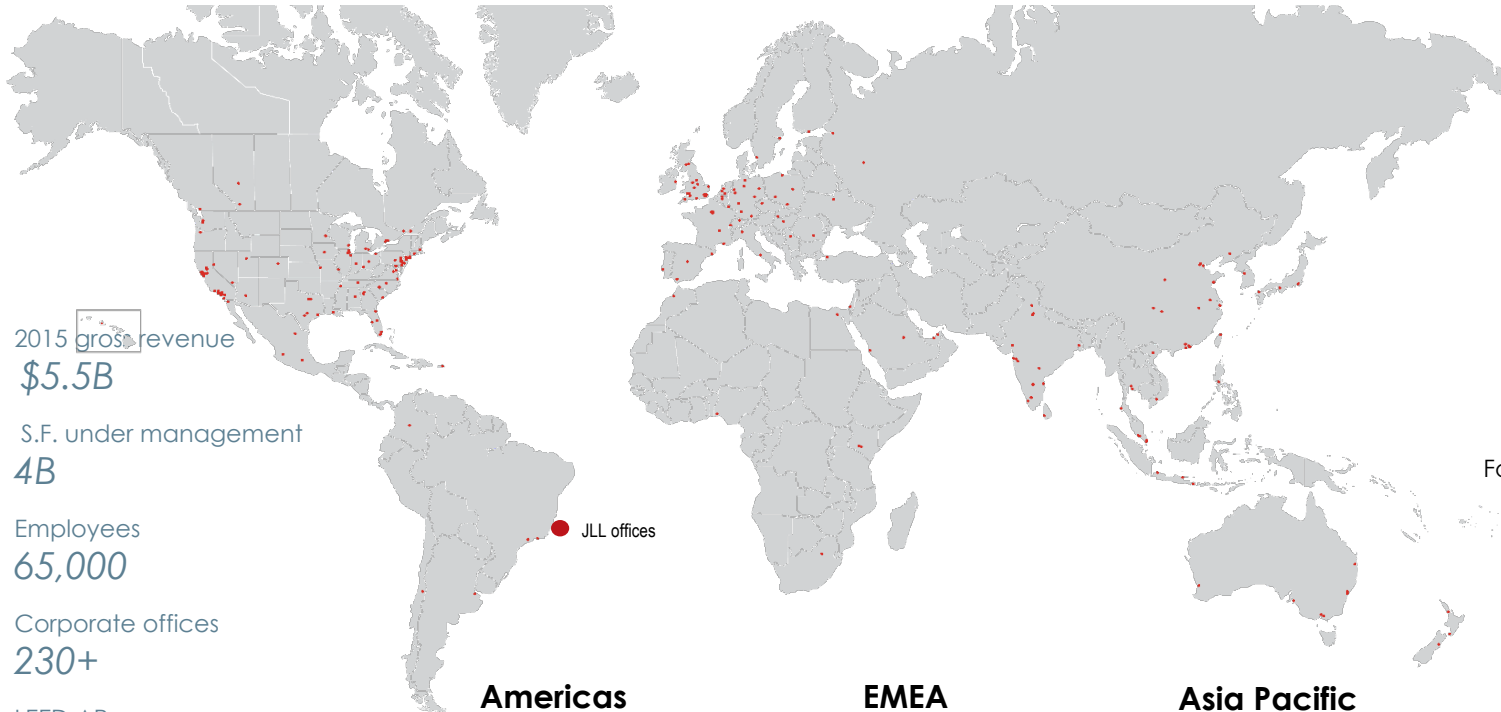
Fortune World's Most Admired
Companies list - 2015



2009-2016 Global
outsourcing 100 list



America's Top Employer 2016



2015 gross revenue
\$5.5B

S.F. under management
4B

Employees
65,000

Corporate offices
230+

LEED APs
1,600

Six Sigma Green or Black Belts
450

Americas
9 countries
137 owned offices

EMEA
30 countries
71 owned offices

Asia Pacific
16 countries
79 owned offices

Supporting the Global Real Estate Life Cycle

- **890 Strategic Consultants:** balancing long-term strategy with practical execution
- **4,560 Transaction Specialists:** best portfolio results through local market expertise and action
- **485 Lease Administrators:** portfolio transparency eliminates business risk
- **4,406 Project Managers:** fast, flexible and on-time delivery
- **25,100 Facility Management staff:** safe, reliable, expert and productive work environments

Diverse services and locations deliver investment grade ratings:

- Moody's: Baa2 (positive outlook)
- S&P: BBB+ (stable outlook)

Committed to environmental sustainability for clients:

- \$39,000,000 year-end energy savings
- 4000 metric tons reduced greenhouse gas emissions

ISAAC BARCHAS



The University of Texas at Austin
IC² Institute
Office of the Vice President for Research



IC² Institute, The University of Texas at Austin

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Home

Research

Education

Regional Economic Development

Technology Incubation

Isaac Barchas

Innovation - Creativity - Capital

The IC² Institute is an interdisciplinary research unit of The University of Texas at Austin which works to advance the theory and practice of entrepreneurial wealth creation.

- Has headed the [Austin Technology Incubator](#) since 2006
- Built team that has grown ATI 3x and enhanced ATI value proposition
- 8 years with McKinsey & Company, focused on business building (start-up and spin-out support) in industries such as biotechnology, software, wireless telecoms, Internet retail
- On leadership teams of McKinsey's North American Healthcare Practice and Global Organization Practice
- Regularly published and interviewed in media including Wall Street Journal, CBS Evening News, Austin American Statesman, Austin Business Journal and others
- Active board member in Central Texas tech support organizations, including Pecan Street Project, Austin Technology Council, and Central Texas Emerging Technology Fund
- Stanford undergrad, University of Chicago master's and law degrees



Isaac Barchas

ATI Director

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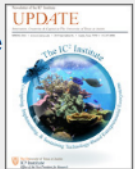
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Location: [WeWork](#)

IC² Institute Update

Spring/Summer 2016 issue of the IC² Institute newsletter. **Download it now**

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IC² Institute worldwide



ATI Startup Library



Practical information for Austin startups: the [ATI Startup Library](#)

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THE FORT WORTH PROJECT

PROJECT GOALS

- **Emerge as one of America's most livable cities**
- **Compete regionally, nationally & internationally**
- Build on the city's economic base
- Establish new business opportunities & clusters
- Workforce development
- Attract talent (quality of place)
- Major infrastructure projects (Trinity River Vision, TEX Rail, High Speed Rail)
- Attract new investment
- Entrepreneurial ecosystem
- Support women & minority owned businesses
- Formal strategy, with metrics & tools

WHAT WE PROPOSED

DISCOVERY

- 1.1 Kick-off meeting
- 1.2 Community & regional assessment
- 1.3 Labor market analysis
- 1.4 Perception survey
- 1.5 Reverse site selection
- 1.6 Marketing review
- 1.7 Stakeholder engagement
- 1.8 SWOT analysis

OPPORTUNITY

- 2.1 Guiding principles
- 2.2 Targeted investment areas & scenario modeling
- 2.3 Cluster & target industry analysis
- 2.4 Organizational review
- 2.5 Opportunities analysis & workshop

IMPLEMENTATION

- 3.1 Strategic plan
- 3.2 Organizational structure & alignment
- 3.3 Implementation matrix
- 3.4 Final report & presentation (1-year follow-up)

PROPOSED SCHEDULE

SCHEDULE	2017						
PHASE/TASK	Feb	Mar	Apr	May	Jun	Jul	Aug
Kick-off Meeting	●						
Discovery	● — ●						
Opportunity			● — ●				
Implementation						● — ●	
Final Presentation							●

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OUR APPROACH

OUR FRAMEWORK

Talent



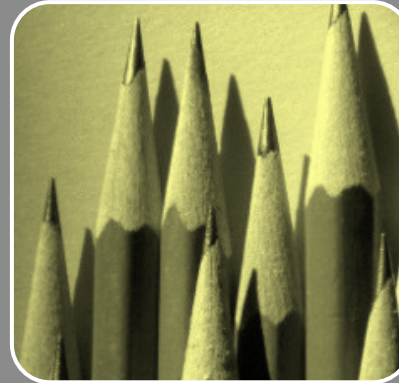
Innovation



Place



STAKEHOLDER ENGAGEMENT



EDUCATION & OUTREACH

Raise awareness of the project, generate “buzz”

INPUT

Identify strengths, weaknesses, opportunities, and threats (SWOT)

REFINEMENT

Refine issues, explore opportunities, increase stakeholder buy-in

ACTION

Dedicate resources, engage other leaders

WHAT INFORMS THE PLAN



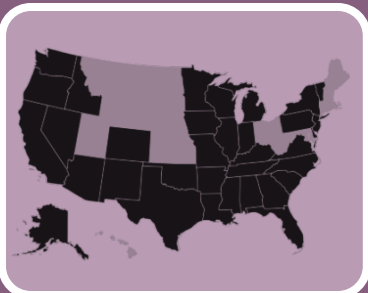
What the community tells us

- Meetings with City leadership & staff
- Roundtable discussions
- Employer & stakeholder interviews



What the data tell us

- Economic assessment (city, county, MSA)
- Benchmarking vs. competitors & peer cities
- Industry & occupational analysis



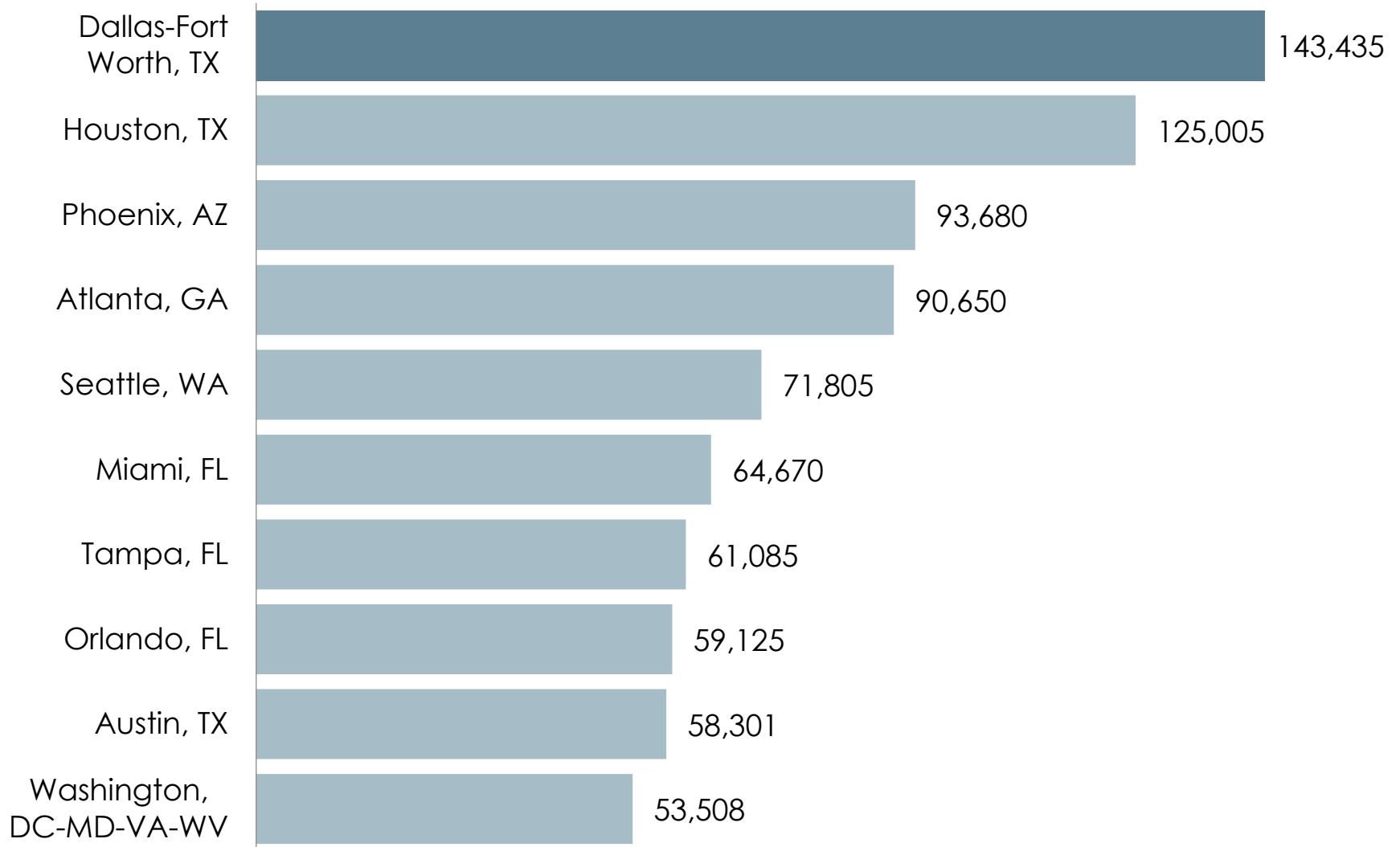
What our experience tells us

- Strategies & initiatives
- Best practices
- Trends in economic development

WHAT THE DATA TELL US...

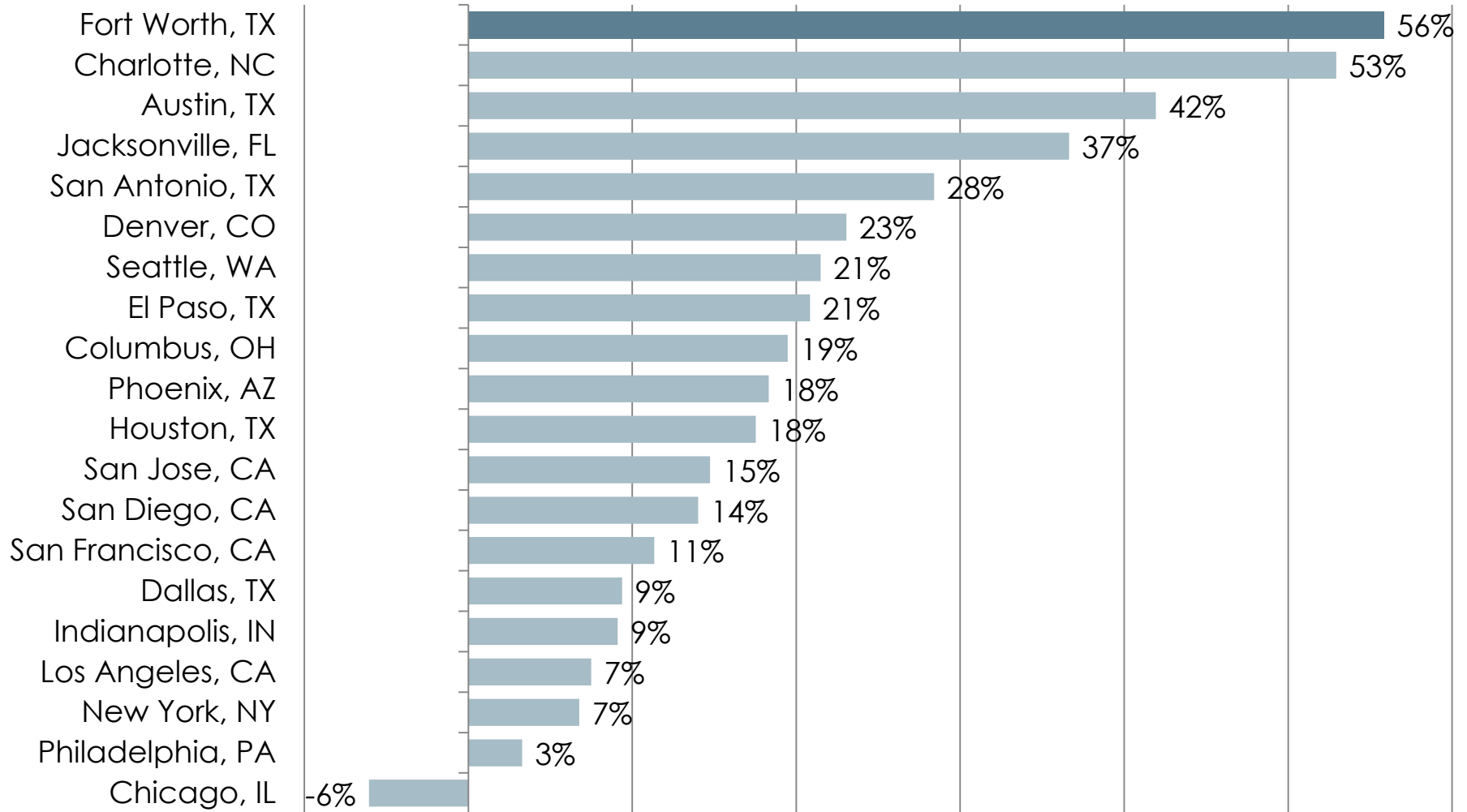
METRO AREA POPULATION GROWTH

Top 10 Metro Areas Ranked by Population Growth, 2015-2016

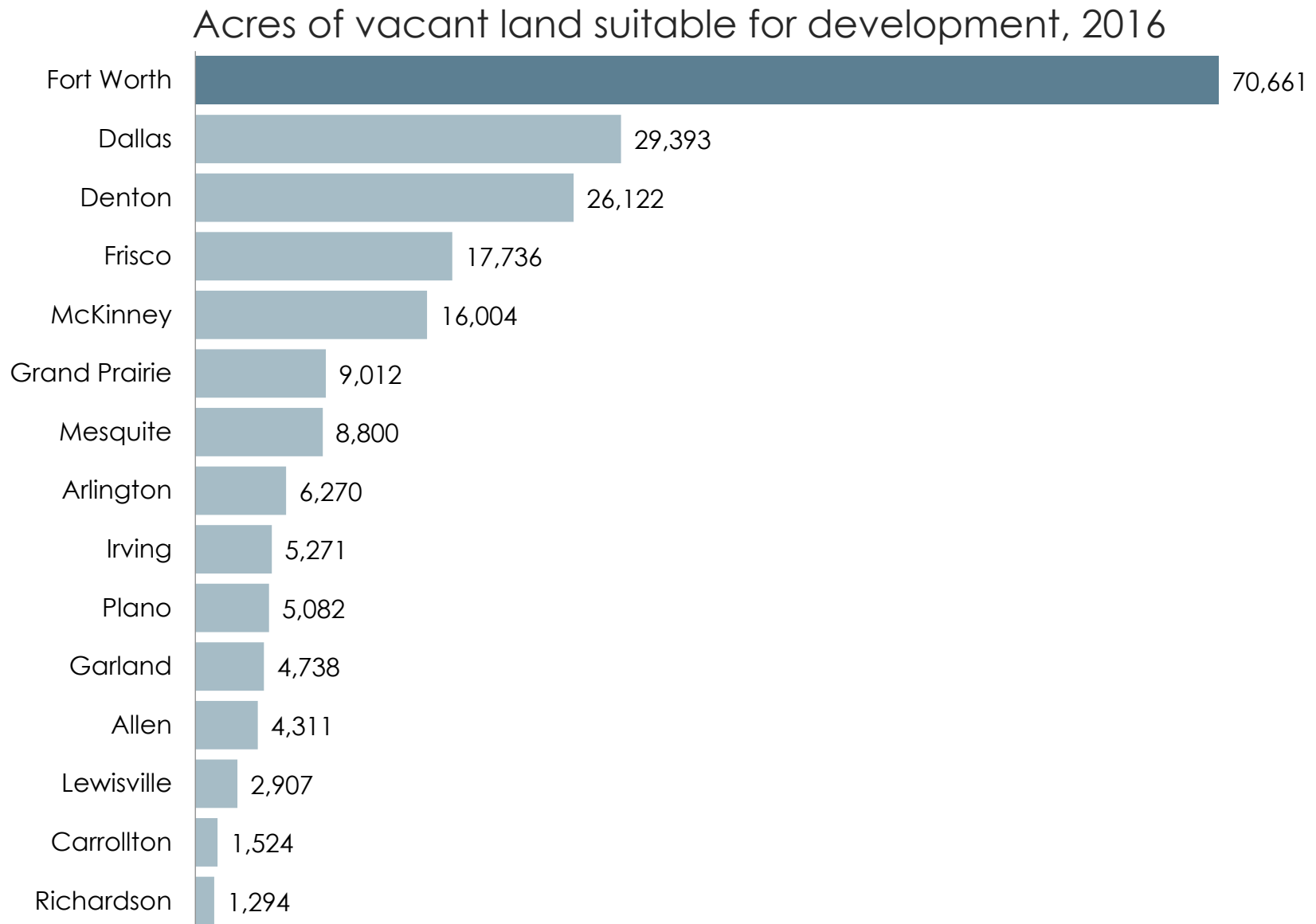


CITY POPULATION GROWTH TRENDS

Net population change in 20 largest US cities, 2000-2015

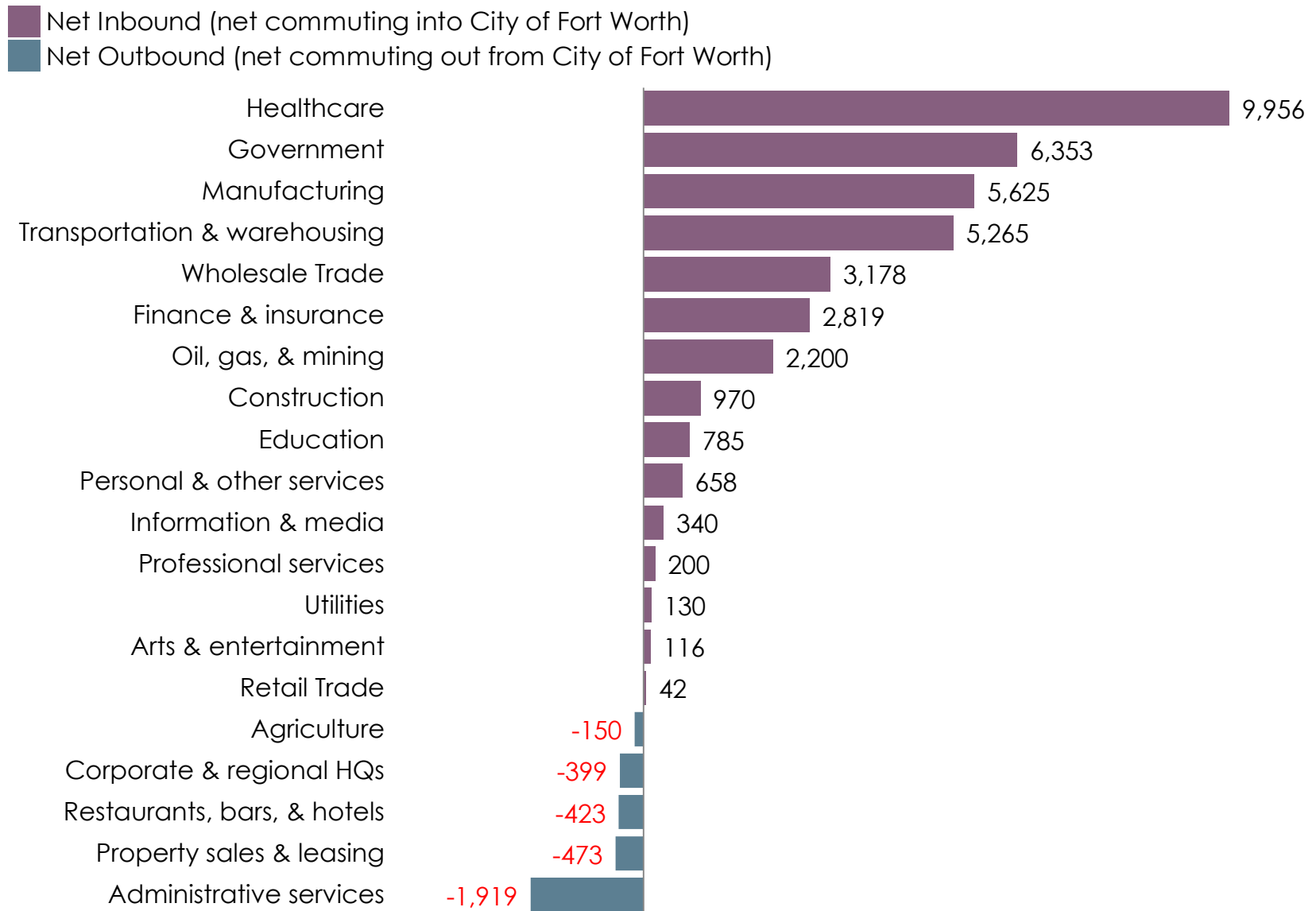


VACANT DEVELOPABLE LAND, 2016



Source: North Central Texas Council of Governments

COMMUTING BY SECTOR, 2014



Source: U.S. Census Bureau, Local Employment Dynamics (LED) database

MIGRATION FLOWS

County-to-county migration flows for Tarrant County, 2010-2015

Geography	Migration		
	Inflow	Outflow	Net
Dallas County, TX	100,850	91,752	9,098
Los Angeles County, CA	5,367	3,341	2,026
Cook County, IL	3,430	1,666	1,764
Maricopa County, AZ	3,828	2,576	1,252
El Paso County, TX	3,077	1,897	1,180
Bell County, TX	3,175	2,110	1,065
San Diego County, CA	3,453	2,531	922
McLennan County, TX	2,558	2,069	489
Williamson County, TX	2,337	2,221	116
Bexar County, TX	5,270	5,159	111
Oklahoma County, OK	2,439	2,477	(38)
Hood County, TX	3,245	4,064	(819)
Harris County, TX	10,099	10,969	(870)
Collin County, TX	10,772	12,008	(1,236)
Travis County, TX	5,487	6,827	(1,340)
Ellis County, TX	4,711	6,602	(1,891)
Wise County, TX	4,636	6,589	(1,953)
Johnson County, TX	19,329	23,423	(4,094)
Parker County, TX	13,912	18,502	(4,590)
Denton County, TX	28,116	34,765	(6,649)

WHAT THE BENCHMARKS
TELL US...

BENCHMARKING VS. FORT WORTH

Regional Competitors

Arlington, Carrollton, Dallas, Denton, Frisco, Garland, Grand Prairie, Irving, Lewisville, McKinney, Mesquite, Plano, Richardson

National Benchmarks

Denver, Nashville, Indianapolis, Kansas City, Columbus, Pittsburgh, Phoenix, Oklahoma City

International Benchmarks

Montreal, Calgary, Toulouse, Perth, Frankfurt, Leipzig, Liverpool/Manchester, Glasgow

WHAT YOU TELL US...

STAKEHOLDER INPUT

March 2017

- Steering Committee
- Alliance
- Major employers
- Real estate development
- Downtown
- Startups & tech
- Higher education
- Health care

April 2017

- Aerospace & aviation
- Young professionals
- Real Estate Council
- Targeted investment areas (Evans & Rosedale, Stop 6, others?)

INITIAL THEMES...

Issues & Challenges

- Access to talent
- Competition with Metroplex cities
- How Fort Worth is viewed from outside the region & state

Opportunities

- Channeling & focusing growth
 - Geographic focus areas: downtown, Near South, Alliance, other areas
 - Key industries: health care, aerospace, logistics
 - Entrepreneurship & tech (people & real estate)

PROJECT DELIVERABLES

- Community & regional assessment
- Target industry analysis
- Benchmarking analysis
- Organizational analysis (incl. resource inventory & gap analysis)
- Regional labor study
- Implementation plan

POTENTIAL FOCUS AREAS

What will count as success for the
City of Fort Worth?



International status



Catalyst Projects



Winning the Talent War



QUESTIONS

THANK YOU



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